

*Chrono - Oct*OIA-86/78 -
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STATINTL

MEMORANDUM FOR:

SUBJECT : Suggested Talking Points for DDCI on New Personnel Policies

1. There are several issues which the Office of Imagery Analysis would like Mr. Carlucci to address at the 19 October office director's meeting. The first deals with the apparent difference of preceptions regarding the merits of the previously existing personnel policies and procedures. I think I can speak for the office directors in stating that the old system was basically a good system. It may have had some faults but they were not major ones, and action was being taken to correct them. It is our impressions that the DCI and DDCI has a quite different preception of the old system--one that needed major changes due to problems caused by decentralization and lack of uniformity.

Question: What was the DCI's and DDCI's preception of the old personnel system, and what were the primary sources of information from which this preception was formed?

2. The second issue deals with the way the new personnel procedures are being implemented. Again, I think it is fair to state that the office directors believe there should have been more consultation with line management regarding the content of the new procedures and how they are being implemented. It is our impression that the DCI and DDCI thought so little of the old system that they needed to develop and implement a completely new system without input from line management. The result of this impression is that line managers feel their authority and leadership is being undermined, and that the work force believes their supervisors and managers have little power or opportunity to represent or protect their interests. This is not to say that anyone is questioning the right of the DCI or DDCI to formulate and institute programs, but it does raise the question of why this approach was used.

Question: What caused the DCI and DDCI to take the approach they did in formulating and implementing the present personnel program? Why was there not more consultation with line management?

3. Given the fact that we do have a new personnel system, and that additional changes to past practices may be forthcoming, is there some way the impact of the new program could be lessened? By moving so quickly and changing so many aspects of the personnel system it appears

that the program is being handled in a heavy-handed manner. If more time were available to adjust to new specific procedures and work out the bugs, the impact might not be as bad.

Question: What is driving the DCI and DDCI to move so quickly in implementing the new policies? Is there any possibility to move more slowly, to accommodate the best implementation of the new procedures and work out the bugs of specific procedures before moving on to the next aspect? For example, the definitions and corresponding numerical ratings for the competitive evaluation factors have caused some confusion-- people interpret their meanings differently. Why not sort out this problem before instituting a new fitness report procedure?

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